

**SINISISME TENAGA PENGAJAR POLITEKNIK DI MALAYSIA
TERHADAP PERUBAHAN KHUSUS ORGANISASI**

Oleh

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**Tesis Diserahkan kepada
Othman Yeop Abdullah Graduate School of Business
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bagi Memenuhi Keperluan Pengijazah Ijazah Doktor Falsafah**

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ABSTRAK

Sinisisme pekerja terhadap perubahan organisasi atau dikenali sebagai sinisisme perubahan-khusus merujuk pada kecenderungan pekerja untuk bersikap sinis terhadap sesuatu perubahan yang diperkenalkan oleh organisasi mereka. Perubahan khusus organisasi dalam kajian ini memfokus pada perubahan skim perkhidmatan tenaga pengajar politeknik iaitu daripada Pegawai Perkhidmatan Pendidikan Siswazah dan Pegawai Perkhidmatan Pendidikan Lepas Diploma ke skim perkhidmatan yang baharu iaitu Pegawai Perkhidmatan Pengajian Tinggi. Kajian ini mengkaji peranan faktor maklumat, hubungan organisasi dan sokongan sosial dalam mempengaruhi sinisisme pekerja ketika berhadapan dengan perubahan organisasi. Kajian ini juga mengkaji perhubungan antara sinisisme perubahan-khusus pekerja dengan niat untuk menentang perubahan tersebut. Seramai 263 tenaga pengajar yang bertugas di Politeknik Malaysia telah dipilih sebagai sampel kajian ini. Dapatan kajian menunjukkan bahawa tahap sinisisme responden keseluruhannya berada pada tahap yang sederhana. Walau bagaimanapun, ujian *post-hoc* ANOVA menunjukkan bahawa sinisisme berada di tahap yang tinggi bagi kumpulan responden yang berumur 36 sehingga 40 tahun, mempunyai Diploma sebagai pencapaian tertinggi akademiknya, bergred jawatan DH29 sehingga DH34 dan mempunyai pengalaman berkhidmat antara 11 sehingga 13 tahun. Namun begitu, ujian t-test menunjukkan perbezaan jantina adalah tidak signifikan terhadap tahap sinisisme. Dapatan kajian ini juga menunjukkan terdapat tiga faktor yang secara negatif mempengaruhi sinisisme perubahan-khusus iaitu kualiti maklumat ditanggap (*Beta* -.44), keadilan maklumat ditanggap (*Beta* -.38) dan sokongan penyelia dalam pembangunan kerjaya (*Beta* -.15). Faktor-faktor peramal lain yang diuji iaitu kepercayaan terhadap pengurusan, identifikasi organisasi, sokongan organisasi ditanggap, sokongan penyelia dalam pembangunan diri dan sokongan rakan sekerja ditanggap tidak mempengaruhi sinisisme perubahan-khusus. Ujian regresi kesemua faktor peramal terhadap sinisisme perubahan-khusus menghasilkan nilai R^2 sebanyak 0.63. Keputusan kajian ini juga menunjukkan bahawa wujud hubungan yang positif antara sinisisme perubahan-khusus dengan niat untuk menentang perubahan dan menghasilkan nilai R^2 sebanyak 0.36. Hal ini menunjukkan bahawa pembentukan kerangka kajian yang didasari oleh Teori Pemprosesan Maklumat memberikan impak yang sangat baik pada hasil kajian. Implikasi terhadap teori dan amalan secara terperinci serta cadangan kajian pada masa hadapan turut dibincangkan.

Kata Kunci : *Sinisisme Perubahan-khusus, Niat Menentang Perubahan, Kualiti Maklumat Ditanggap, Kepercayaan Terhadap Pengurusan, Sokongan Organisasi Ditanggap.*

ABSTRACT

Employee's cynicism towards organizational change or known as change-specific cynicism refers to the tendency of employees to be cynical about any changes introduced by their respective organisations. Specific change in the organization of this study focuses on changes in the service scheme of Polytechnic teachers that is from Pegawai Perkhidmatan Pendidikan Siswazah and Pegawai Perkhidmatan Pendidikan Lulusan Diploma to the new service's scheme namely Pegawai Perkhidmatan Pengajian Tinggi. This study examines the roles of informational, organizational and social support factors in influencing employees' cynicism when dealing with organisational change. It also assesses the relationship between change-specific cynicism with intention to resist changes. A total of 263 teachers working in the Polytechnics in Malaysia have been chosen as sample in this study. The study shows that the level of cynicism in the overall respondents to an average level. However, post-hoc ANOVA tests shows that high level of cynicism among respondents aged 36 to 40 years, has a diploma as the highest academic achievement, grade positions DH29 to DH34 and have the experience to serve between 11 to 13 years. However, the t-test shows that respondent gender makes no difference in terms of the level of their cynicism. The findings of this study state that there are three factors that negatively influencing change-specific cynicism; that is perceived information quality (*Beta* -0.44), perceived information justice (*Beta* -0.38) and supervisor support in career development (*Beta* -0.15). Other predictor factors being tested, namely trust in management, organizational identification, perceived organizational support, supervisor support in the development of personal and perceived support of a colleague does not affect the change-specific cynicism. Regression testing of all the predictor factors on change-specific cynicism produces R^2 value of 0.63. Result of the present study also shows that there is a positive relationship between change-specific cynicism with the intention to resist change and create value R^2 of 0.36. This indicates that the formation of a framework based on a study of Social Information Processing Theory of a very good impact on the findings. Theoretical and practical implications of the study details as well as suggestions for future research are discussed.

Keywords : Change-specific Cynicism, Intention to Resist Change, Perceived Quality of Information, Trust in Management, Perceived Organization Support.

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DAFTAR SINGKATAN PERKATAAN

Singkatan

AET	Affective Event Theory
ANOVA	Analysis of Variances
BPSM	Bahagian Pengurusan Sumber Manusia
CAOC	Cynicism About Organizational Change
DG	Didik Guru
DH	Didik Higher
JPP	Jabatan Pengajian Politeknik
KPM	Kementerian Pelajaran Malaysia
KPT	Kementerian Pengajian Tinggi Malaysia
PPPLD	Pegawai Perkhidmatan Pendidikan Lulusan Diploma
PPPS	Pegawai Perkhidmatan Pendidikan Siswazah
PPPT	Pegawai Perkhidmatan Pengajian Tinggi
SIP	Social Information Processing

BAB 1

PENGENALAN

1.1 Pendahuluan

Bab ini akan menyentuh tentang latar belakang, pernyataan masalah, persoalan kajian dan objektif kajian. Ianya diikuti dengan perbincangan ke atas kepentingan, skop kajian dan definisi terma yang digunakan dalam kajian ini. Di akhir bab ini juga akan membincangkan tentang pengorganisasian dan susun atur bab-bab seterusnya.

1.2 Latar Belakang Kajian

Idea untuk berubah selalunya merupakan perkara asas dalam kehidupan manusia. Dalam konteks organisasi sama ada klasik mahu pun moden, ianya mengiktiraf bahawa organisasi berkemampuan untuk berubah dan perubahan tersebut boleh memberi kebaikan (Delacroix & Swaminathan, 1991).

Beberapa dekad yang lalu, kadar perubahan organisasi telah meningkat sejajar dengan peningkatan faktor-faktor seperti permintaan pelanggan, globalisasi, tekanan kos, dan perkembangan teknologi (Huy, 2002; Longenecker, Neubert, & Fink, 2007). Madsen, Miller, dan John (2005) menegaskan bahawa organisasi sentiasa berhadapan dengan perubahan yang berterusan. Fenomena perubahan yang berterusan ini dijelaskan oleh model transformasi berterusan (*continuous transformation model*) yang digunapakai sebelum ini (Brown & Eisenhardt, 1997; Burnes, 2005; Greenwald, 1996). Berdasarkan model ini, semua organisasi dianggap seakan-akan sama dari sifatnya yang

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